FY 2012 MHA/CSA/CSRRC
Annual Salary Survey and Financial Status Report

To comply with MHA regulations, you must send us two types of information: 1) a completed salary survey, and 2) your 2012 audited financial statement. The salary survey collects earnings data on mental health practitioners at all levels, including base salary, fringe benefits, and other kinds of compensation. It also asks for staffing information such as vacancies, separations, and tenure. The time period for which data is requested is Fiscal Year 2012 (July 1, 2011 - June 30, 2012). The results of the survey will be shared **in summary form only**. *MHA/CSRRC will not release specific salary information about your agency*.

What's New This Year?

The salary survey has been revised to make it more streamlined and improve its usefulness as a tool for understanding the state of the industry. With these goals in mind, we have made the following changes for FY 2012:

- A single entry for the total number of separations, regardless of reason, replaces the two entries based on type (termination or resignation).
- You no longer need to calculate the vacancy rate – just provide the number of vacant positions for which you were actively recruiting as of June 30, 2012.
- Average tenure is now reported in months instead of years, making it more precise and eliminating decimals.
- There are now separate pages for full-time and part-time staff.
- No need to calculate totals: the spreadsheet will do this for you automatically.
- Some job titles have been updated to conform more closely to those you use.
- A separate page has been added for bonus and overtime payments.
- We have included line by line instructions, with tips and examples, to assist you in completing the forms accurately.
- The definition of "fringe benefits" has changed.

Please do not alter the forms in any way, except as permitted in these instructions. Enter data only in the appropriate cells. If you are required (see instructions) or want to provide explanations, please use the "Comments" feature in Excel and insert a comment in the appropriate cell(s). Alternatively, you may add a separate sheet with your comments or insert a comment in the row to which it applies by entering it in the cell to the right of the chart.

The definitions and instructions below are specific to this survey. Please use them for guidance on how to complete the survey correctly. Submissions that are incomplete or contain erroneous entries will be returned for you to make the necessary corrections and resubmit the completed document to MHA.

If you do not have a specific job title listed but do have a comparable position, please enter the information for that position. If you do not have a specific job title or a comparable position, leave the corresponding cells blank.

Remember to include the name of your entity, person completing the survey, a contact telephone number, and contact e-mail address at the top of each page.

Please complete the survey forms in the required Excel Format and e-mail them, **along with a <u>MS Word version</u> of your full, audited financial statement, to MHA by January 31, 2013. <u>Hard</u>**

copies, faxes, and pdf files will not be accepted. If you have additional questions or are not sure about the information being requested for a particular entry, please call or email: Jenny Howes at 410-402-8319 or dhmh.adultservices@maryland.gov.

SALARY SURVEY INSTRUCTIONS

Printing Tip! If you would like to print out the survey to use as a worksheet (remember: you must complete it electronically and submit electronically as an Excel spreadsheet), make sure that you:

1. Set the print area to include all the cells you want printed
2. Select “scaling” in the drop down print menu and enter “1” page in width and “1” page in length.
3. Set your page format to “landscape”

DEFINITIONS

1. **Base annual salary**
   The current basic annual salary that an employee expects to earn, before any payroll deductions, and exclusive of bonuses, overtime, or any other type of salary supplement. It also does not include agency fees, if any, for contract workers employed through placement agencies. Base annual salary is the amount actually paid to an employee with a given job title.

2. **Base hourly wage**
   The current basic hourly wage that an employee expects to earn, before any payroll deductions, and exclusive of bonuses, overtime, or any other type of wage supplement. It also does not include agency fees, if any, for contract workers employed through placement agencies. Base hourly wage is the amount actually paid to an employee with a given job title.

3. **Fringe benefits**
   The discretionary compensation you give to workers in addition to salary. Each entity has its own package of fringe benefits: some have only health and dental insurance; others may also offer retirement, life insurance, and disability insurance. For purposes of this survey:

   ! **DO NOT include** the cost of sick leave, vacation leave, or bonuses in the fringe benefit amounts you report.
   ! **DO NOT include** mandatory employer contributions for FICA (Social Security and Medicare), FUTA/SUTA (federal/state unemployment tax), and workers compensation insurance. Do not include retirement plan administration costs.

4. **Full-time employees**
   Please fill out the information based on your entity’s definition of full time. In general, full-time employees must work a certain number of hours per week to be called full time and therefore qualify for fringe benefits. These benefits may be paid either by your entity or by an agency through which they are employed, but each entity has its own requirement for the number of hours per week that constitutes full-time employment.

   ! **You must include** full-time workers employed through a placement agency.
   ! **You must include** contract staff employed to work full time.

5. **Full-time equivalent (FTE)**
   Add up the number of regular hours that all full-time employees with a given job title are expected to work (including vacation time) in the fiscal year and divide this by the number of hours per year for

one full-time employee (40-hour week = 2,080 hours/year, 36-hour week = 1,872 hours/year; 32-hour week = 1,664 hours/year). The result is the FTE for that job.

6. **Part-time employees**
   Part-time employees generally work fewer than 36 hours per week and are not eligible for fringe benefits, but each entity has its own definition of part-time. Please fill out the information requested based on your entity's definition. It is not necessary for you to provide the number of hours for part-time work: we will assume it is anything fewer than the number of hours that define full time, which we ask you to report.

   ! **You must include** part-time workers employed through a placement agency.
   ! **You must include** contract staff employed to work part time.

7. **Separations**
   The permanent departure of an employee, for whatever reason. This may be as a result of staff reductions, elimination of a position, voluntary resignation, or termination. It does not include employees who still work for you changed job title because of promotions, reorganization or other reason.

8. **Tenure**
   The length of time (in months) that a staff member with a given job title has been employed by you as of June 30, 2012.

9. **Vacant positions**
   Open, budgeted positions that you are actively trying to fill. This does not include positions that may be budgeted but that you are not hiring for because of financial or other reasons.

10. **Position descriptions**
    Job titles vary by entity. Those listed in this survey represent the job titles most commonly found in community-based mental health programs. If you use a different job title for a position that fits the responsibilities described, don't change the title on the spreadsheet, but insert the information for the corresponding position at your program on that line.

    Chief Financial Officer (CFO)
    This is the key person responsible for the fiscal management of the organization. The CFO reports to the Executive Director/President/CEO of the organization. Qualifications: usually requires a bachelor's degree in business administration or accounting with experience in supervision of staff. Responsibilities include: supervise all aspects of the financial functioning of the agency; hire, supervise and evaluate accounting staff; prepare and monitor annual budget; ensure timely and accurate reports to all Federal, State and local entities and the agency Board of Directors; oversee management information hardware and/or software; may also oversee facility/property needs.

    Chief Operating Officer (COO)
    This is generally the lead staff person managing the day-to-day operations of larger organizations as delegated by the CEO. The person holding this position reports to the Executive Director/President/CEO. Qualifications: usually requires at least a bachelor's degree and senior management experience. Responsibilities include: supervise key financial, human resource, clinical and related leadership staff; develop and carry out protocols for effective management and problem resolution processes; execute other leadership roles as delegated by the CEO.

Executive Director/Chief Executive Officer (CEO)/President
This is the key leadership position in the organization. This person reports to the Board of Directors and usually has an employment contract. Qualifications: usually requires a master's degree in mental health or related field and work experience within the mental health field including several years of supervisory experience. Responsibilities include: assess program on a routine basis; develop and implement a strategic plan for the agency; identify appropriate funding sources, among other fiduciary responsibilities; participate in community organizations; advocate for advancement of the human service delivery system; provide overall leadership within the agency and between agency and external constituencies.

Medical Director
The Medical Director is defined by COMAR as a psychiatrist who is employed by and is on site at the **OMHC** at least 20 hours per week. If employed full-time by the program, this person may also serve as program director. The medical director usually reports to the executive director. Qualifications: requires degree from an accredited medical school and licensure by the Maryland Board of Physicians. Responsibilities include: the overall responsibility for clinical services, including, at a minimum: Establishing and maintaining appropriate standards for diagnosis and treatment, including therapeutic modalities and prescribing practices; Medical aspects of quality management; Adequate physician coverage; and Ensuring adequate clinical supervision of treatment staff.

OMHC Program Director
This person is the clinical leader, providing consultation and support to the program to ensure development, implementation, and monitoring of **OMHC** program and practice standards. The program director usually reports to the executive director. Qualifications: Requires at least a Master's degree from an accredited school, licensure for independent practice by a Maryland professional board, and senior management experience. Responsibilities include: overseeing the clinical operations of the OMHC; clinical supervision of staff; consultation with staff on emergency/crisis situations; develop, implement, and maintain policies and procedures required to meet licensing/certification standards.

Program Manager/Rehabilitation Director
This person directs and monitors the daily operations of a **PRP-related** program such as residential services, on-site rehabilitation services, vocational services, etc. The program manager/director may report to the Executive Director/President/CEO of the organization or another senior executive. Qualifications: usually requires at least a bachelor's degree in mental health or a related field, more than two (2) years experience in the mental health services delivery or related field and supervisory experience. Responsibilities include: supervise senior staff including interviewing, hiring, evaluations and scheduling; oversee quality management activities; oversee the development and implementation of client IRPs; monitor the management of crisis situations involving clients; ensure that all necessary client information is documented accurately and submitted to the appropriate staff in a timely manner; develop and monitor annual budget for program; develop and monitor program goals; assure compliance with all regulations governing the program; assure standards and regulations are maintained relating to safety and cleanliness and assure all clients' human, civil and legal rights are protected; conduct training.

Rehabilitation Specialist
This person oversees rehabilitation activities implemented by direct care staff in a **PRP-related** program as outlined by IRPs or ITRPs and may report to another senior manager. Qualifications: requires 1) a bachelor's degree in mental health or a related field, or 2) certification by the U.S. Psychiatric Rehabilitation Association or the Commission on Rehabilitation Counselor Certification.

Responsibilities include: develop and assure that rehabilitation services meet the needs of consumers served; oversee the daily program of rehabilitation services; educate direct care staff on how to provide rehabilitation services that correlate with the goals identified in consumers' IRPs or ITRPs; develop functional assessments and environmentally specific skill development plans; plan, facilitate, and evaluate the effectiveness of skill groups and activities; plan services with individual clients e.g. as part of a community support team; maintain and monitor clients' use of medication utilizing the medication monitoring system; provide ongoing support, counseling and crisis intervention; write monthly progress notes and reviews of clients as required; and assure standards and regulations are maintained relating to service delivery and safety and assure clients' rights are protected.

Rehabilitation Counselor/Direct Care Staff/Vocational Counselor
These staff members provide direct rehabilitation services (vocational, residential, or PRP) and other supports to clients participating in a **PRP-related** program. They may report to a program supervisor (or, in smaller programs, a senior manager). Qualifications: requires at minimum, a high school diploma or equivalency and 40 hours of PRP training before independently providing PRP services. Responsibilities may include: provide direct services to clients; develop functional assessments and environmentally specific skill development plans; plan, facilitate, and evaluate the effectiveness of skill groups and activities; plan services with individual clients e.g. as part of a community support team; maintain and monitor clients' use of medication utilizing the medication monitoring system; implement client IRPs; provide ongoing support, counseling and crisis intervention; provide opportunities for community integration and outreach services to clients; write monthly progress notes and reviews of clients as required; and assure standards and regulations are maintained relating to service delivery and safety and assure clients' rights are protected.

Senior Supervisor
This person supervises front-line staff in an **PRP-related** program, serves as support team leader, and otherwise assists the Manager in the development of the program in accordance with agency goals and consumer needs. The senior supervisor usually reports to the Program Director. Qualifications: usually requires at least a bachelor's degree in mental health or related field plus one year supervisory experience including interviewing, selection, and performance evaluations. Responsibilities include: supervise direct care staff; oversee client activities; manage program activities; and ensure standards and regulations are maintained relating to service delivery, staff training and safety; and assure client rights are protected.

LINE-BY-LINE INSTRUCTIONS OMHC and PRP Sections

Page One: Full-Time Details
Enter the name of your entity, person completing the survey, a contact telephone number, and contact e-mail address at the top of the page in the space provided.

Enter the number of hours per week that defines the category "full time."

> ***TIP*** *– Do not enter information for vacant positions that you are not filling.*
> ***TIP*** *– If you don't have a job title listed but you do have a comparable position (see the "Definition" section), enter the information for the comparable position next to the job title listed.*
> ***TIP*** *– If you do not have a job title or a comparable position, leave the line blank.*

ATTENTION MULTI-STATE & MULTI-MISSION ENTITIES! If your entity is a *multi-state operation*, report the salary of the CEO, CFO, and COO of your *Maryland site(s) only*. If your entity's *mission includes sectors beyond the provision of mental health care*, report the salary of the CEO, CFO, and COO for your *Maryland mental health operation only*. If it is not possible to segregate out Maryland-only and mental health-only staff, report the information you have available *but please note this in your comments*.

Column B. Minimum Base Annual Salary. For each business line, enter the lowest base annual salary (see definitions) you actually paid to a full-time employee with this job title on June 30, 2012. Remember: this is the basic annual salary before payroll deductions and exclusive of supplements such as overtime.

> ***TIP – Fill in salary information ONLY for employees hired on a salary basis!*** *For employees hired on an hourly wage, leave the salary columns blank.*
> ***TIP – For employees hired through a placement agency: DO NOT*** *consider in your determination of "minimum" or include in the reported amount that portion of wages that represents the agency fee.* ***ONLY*** *use the base salary that the employee expects to receive.*
> ***TIP – If you only have one employee in a job title****, then that employee's base annual salary is the minimum base annual salary for the job title.*

Example: You have five employees with the job title "Social Worker, LCSW-C" in your program. Employee 1 is paid a base annual salary of $45,000. Employee 2 is paid a base annual salary of $50,000. Employee 3 is also paid a base annual salary of $50,000. Employee 4 is paid a base annual salary of $55,000. Employee 5 is paid a base annual salary of $60,000. Enter "$45,000" in Column B for this job title.

Column C. Maximum Base Annual Salary. For each business line, enter the highest base annual salary (see definitions) you actually paid to a full-time employee with this job title on June 30, 2012. Remember: this is the basic annual salary before payroll deductions and exclusive of supplements such as overtime.

> ***TIP – Fill in salary information ONLY for employees hired on a salary basis!*** *For employees hired on an hourly wage, leave the salary columns blank.*
> ***TIP – For employees hired through a placement agency: DO NOT*** *consider in your determination of "maximum" or include in the reported amount that portion of wages that represents the agency fee.* ***ONLY*** *use the base salary that the employee expects to receive.*
> ***TIP – If you only have one employee in a job title****, then the maximum base annual salary will be the same number as that entered in the minimum base annual salary column for the job title.*

Example: You have five employees with the job title "Social Worker-LCSW-C" in your program. Employee 1 is paid a base annual salary of $45,000. Employee 2 is paid a base annual salary of $50,000. Employee 3 is also paid a base annual salary of $50,000. Employee 4 is paid a base annual salary of $55,000. Employee 5 is paid a base annual salary of $60,000. Enter "60,000" in Column C for this job title.

Column D. Mean Base Annual Salary. Enter the mean (average) base annual salary of all employees with this job title on June 30, 2012. To calculate the mean, take the total base annual salaries you actually paid to all full-time employees with this job title (remember: this is before payroll deductions and does not include bonuses, overtime, or other supplements) and divide it by the number of employees with this job title.

> ***TIP – Fill in salary information ONLY for employees hired on a salary basis!*** *For employees hired on an hourly wage, leave the salary columns blank.*
> ***TIP – If you only have one employee in a job title****, then the minimum, maximum, and mean base annual salary columns will all be the same number.*

> **Example:** You have five employees with the job title "Social Worker-LCSW-C" in your program. Employee 1 is paid a base annual salary of $45,000. Employee 2 is paid a base annual salary of $50,000. Employee 3 is also paid a base annual salary of $50,000. Employee 4 is paid a base annual salary of $55,000. Employee 5 is paid a base annual salary of $60,000. Add their base annual salaries together: $45,000 +$50,000 + $50,000+ $55,000 + $60,000 = $260,000. Divide the total ($260,000) by the number of employees (5) to get the mean base annual salary: $260,000 / 5 = $52,000. Enter "$52,000" in Column D for this job title.

Column E. Minimum Base Hourly Wage. For each business line, enter the lowest base hourly wage (see definitions) you actually paid to a full-time employee with this job title on June 30, 2012. Remember: this is the basic hourly wage before payroll deductions and exclusive of wage supplements such as overtime.

> ***TIP – Fill in wage information ONLY for employees hired on an hourly wage basis!*** *For salaried employees, leave the wage columns blank.*
> ***TIP – For employees hired through a placement agency: DO NOT*** consider in your determination of "minimum" or include in the reported amount that portion of wages that represents the agency fee. ***ONLY*** use the base hourly wage that the employee expects to receive in hand.

> **Example:** You have five employees with the job title "direct care staff" in your program. Employee 1 is paid a base wage of $8.75/hour. Employee 2 is paid a base wage of $9.50/hour. Employee 3 is also paid a base wage of $9.50/hour. Employee 4 is paid a base wage of $10.00/hour. Employee 5 is paid a base wage of $10.25/hour. Enter "$8.75" in Column E for this job title.

Column F. Maximum Base Hourly Wage. For each business line, enter the highest base hourly wage (see definitions) you actually paid to a full-time employee with this job title on June 30, 2012. Remember: this is the basic hourly wage before payroll deductions and exclusive of wage supplements such as overtime.

> ***TIP – Fill in wage information ONLY for employees hired on an hourly wage basis!*** *For salaried employees, leave the wage columns blank.*
> ***TIP – For employees hired through a placement agency: DO NOT*** consider in your determination of "maximum" or include in the reported amount that portion of wages that represents the agency fee. ***ONLY*** use the base hourly wage that the employee expects to receive.

Example: You have four employees with the job title "rehabilitation specialist" in your program. Employee 1 is paid a base wage of $10.40/hour. Employee 2 is paid a base wage of is $11.00/hour. Employee 3 is paid a base wage of $11.15/hour. Employee 4 is paid a base wage of $11.50/hour. Enter "$11.50" in Column F for this job title.

Column G. Mean Base Hourly Wage. For each business line, enter the mean (average) base hourly wage of employees with this job title on June 30, 2012. To calculate the mean, take the total base hourly wages you actually paid to all full-time employees with this job title (remember: this is before payroll deductions and does not include bonuses, overtime or other supplements) and divide it by the number of employees with this job title.

> ***TIP – Fill in wage information ONLY for employees hired on an hourly wage basis!*** *For salaried employees, leave the wage columns blank.*
> ***TIP – If you only have one employee in a job title****, then the minimum, maximum, and mean base hourly wage columns will all be the same number.*

Example: You have five employees with the job title "direct care staff" in your program. Employee 1 is paid a base wage of $13.25/hour. Employee 2 is paid a base wage of $13.25/hour. Employee 3 is paid a base wage of $13.50/hour. Employee 4 is paid a base wage of $13.75/hour. Employee 5 is paid a base wage of $15.00/hour. Add their base hourly wages together: $13.25 +$13.25 + $13.50+ $13.75 + $15 = $68.75. Divide the total ($68.75) by the number of employees (5) to get the mean base hourly wage: $68.75 / 5 = $13.75. Enter "$13.75" in Column G for this job title.

Column H. Mean No. Hours Worked per Week per Employee. Enter the mean (average) number of hours worked per week for all employees with this job title over the course of FY 2012. To calculate the mean, take the total number of hours worked by all employees with this job title in FY 2012, and divide it by the number of employees with this job title in FY 2012, and divide the result by 52. **For salaried employees, you do not need to do any calculations: the number of hours per week should be reported as the number of hours that constitute a regular workweek for these employees, e.g. 40 hours, 36.5 hours, etc.**

> ***TIP – If you only have only one employee in a job title****, the mean hours worked will be the number of hours worked per week for that employee.*

Example: You have five employees with the job title "direct care staff" in your program over the course of FY 2012. Employee 1 worked 1,664 hours in FY 2012. Employee 2 worked 1,872 hours in FY 2012. Employee 3 also worked 1,872 hours in FY 2012. Employee 4 worked 2,340 hours in FY 2012. Employee 5 worked 2,080 hours in FY 2012. Add their hours together: 1,664 +1,872 + 1,872 + 2,340 + 2,080 = 9,828. Divide the total (9,828) by the number of employees (5): 9,828 / 5 = 1,965.6. Divide the result (1,965.6) by 52: 1,965.6 / 52 = 37.8. Enter "37.8" in Column H for this job title.

Column I. Fringe Benefits (as a % of Salary). Remember: "fringe benefits" means the discretionary compensation you give to employees in addition to wages. ***It does not include FICA, FUTA/SUTA, worker's compensation, or any other mandatory employer contributions; nor does it include vacation, sick leave, bonuses, or other wage enhancements.*** For each job title, perform the following calculation:

Divide: Total dollar amount of employer-paid contributions for fringe benefits for all employees with this job title for the fiscal year

By: Total amount of actual salary payment to all employees with this job title for the fiscal year.

Round the result up to the nearest hundredth and enter as a percentage (whole number) in Column I.

> **Example:** The total amount of salary paid to all psychiatric nurse practitioners in FY 2012 was $201,080. The total amount of employer contributions for fringe benefits (as defined) for all psychiatric nurse practitioners in FY 2012 was $24,100.
>
> 24,100 / 201,080 = .1198 = .12 (rounded) or **12%**
>
> Enter “12” in Column I.

Column J. No. of Employees with Job Title. Enter the actual number of employees with this job title (or in a comparable job position if you do not use this title) on June 30, 2012—that is, at the end of the fiscal year. This number changes over the course of the year because of separations, creation of new positions, etc. For this reason, we ask that you report the number of employees at the end of the fiscal year. It is possible to have a job title with “0” employees if the position was newly created in FY 2012 or it was an existing position that was vacant.

Column K. No. of FTE’s. In almost all cases, this number will be the same as the number of employees with this job title because all employees listed on this page are full-time staff members. There may be a difference, however, if one employee assumes two job functions: for example, if the medical director also serves as an adult psychiatrist. In this case, enter the decimal in Row 12 (medical director) Column J that corresponds to the percentage of effort as medical director, and the decimal in Row 14 (adult psychiatrist) Column K for the percentage of effort as adult psychiatrist.

Column L. No. of Separations. For each job title, add up the number of separations, regardless of the reason, over the course of FY 2012 (cut off date is June 30, 2012) and enter that number in this column.

Column M. Average Tenure in Months. For each job title, enter the average (mean) number of months that employees were with you over the course of FY 2012, using June 30, 2012 as the cut off date. Calculate this by taking the total number of months that all employees with this job title in a given business line and dividing by the number of employees.

> **Example:** You have three professional counselors in your program. Counselor 1 was hired in January 2012 and so on June 30, 2012 was with you for 6 months. Counselor 2 was hired in July 2011 and so on June 20, 2012 was with your entity for 12 months. Counselor 3 was hired in August 2008 and so on June 30, 2012 was with your entity for 47 months. Add the total number of months of that all these employees worked for you: 6 + 12 + 47 = 65 months. Divide the total (65) by the number of employees (3): 65 / 3 = 21.66. Round up to the nearest whole number and enter “22” in Column M for first-line supervisor.

Column N. No. of Vacant Positions. For each job title, enter the number of open, budgeted positions ***for which you were actively recruiting*** on June 30, 2012. Do not include positions that you were not seeking to fill for budgetary or other reasons. Remember: this is not vacancy rate—it is simply the number of open positions.

<u>Page Two: Part-Time Details</u>

Enter the name of your entity, person completing the survey, and a contact telephone number at the top of the page in the space provided.

Please refer to the instructions for Page one for guidance in completing this page. The only column that will require a different entry is Column K.

Column K. No. of Full-Time Equivalents (FTEs). Because the employees on this page are all part-time staff members, you will have to calculate the number of full-time equivalents. Add the total number of regular hours that all employees with a given job title are expected to work for the fiscal year. Divide this by the number of hours in a year worked by a full-time employee (40-hour week = 2080 hours/year, 36-hour week = 1,872 hours/year; 32-hour week = 1,664 hours/year). Enter the result (to two decimal places) in Column K.

<u>Page Three: Bonuses and Overtime</u>

Enter the name of your entity, person completing the survey, and a contact telephone number at the top of the page in the space provided.

For each job title, enter the total FY 2012 dollar amount (rounded up to the nearest whole dollar) of bonus payments and overtime paid to all (full-time and part-time) direct service staff. If you did not pay bonuses or overtime wages to employees in certain categories, enter “0” in the appropriate cell.

The “Total” column will automatically adjust as you enter data.

Thank you for completing this survey!